

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

PAR Models

FROM:

James N. Glerum  
Director of Personnel  
5 E 58

EXTENSION

NO.

4 November 1981

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

DD/Pers

11-5-81

2.

3.

DD/PA&E  
1006 Ames

11-5-81

15

4.

Chief, PDS

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

4 November 1981

MEMORANDUM FOR: DD/PA&E  
THROUGH: DD/Pers  
FROM: D/Pers  
SUBJECT: PAR Models

Pete:

1. I have reviewed your preliminary drafts. I believe we've combined what I see as two requirements (or phases) into one. The position we took with the Executive Committee and the DDCI was that:

- a. The survey had shown Agency employees were not in favor of immediate radical surgery on the performance appraisal system.
- b. Our initial objectives were to simplify the format, eliminate the "Evaluation of Potential" as a mandatory requirement, and solve the AWP problem(s).
- c. Over time, we would develop a system which would be tested in parallel by selected components.

2. I have asked Rosann to set up a meeting. Its focus should be on:

- a. The PAR format. (I like your general approach.)
- b. The AWP.

[Redacted Signature]

James N. Glerum

STAT

NOTE: PAR meeting set for Friday, 6 November, at 1:30 PM.

MEMORANDUM FOR:

OPTION 1 Highlights

- very close to what is currently in use
- retains present 7 level rating scale
- requires more performance standards than other models, i.e., one for each key element of the job.

Date

The Performance Appraisal Package consists of the following 3 parts:

1. Performance Appraisal Report (Form 45)
2. Advance Work Plan (Form 45w)
3. Directions (Form 45i)

## 1. THE PERFORMANCE APPRAISAL REPORT

### Section A--General Information

- .This section will be pre-printed on call up by computer.
- .No changes are to be made except for name changes or the reporting period, if necessary.

### Section B--Qualifications Update

- .Indicate whether employee's qualifications are updated during the reporting period and whether they are attached.

### Section C--Performance Appraisal of Key Elements

- .List no more than five key elements of the job performed during the rating period.
- .Describe each key element clearly and in sufficient detail to give the reader a good understanding of its nature.
- .Use single digit ratings only. Decimals, plus or minus signs, or other modifications may not be added.

### Section D--Overall Performance Rating

- .The overall performance rating should represent the total effectiveness of the individual in fulfilling the requirements of the job. Each job element should be given its appropriate weight so that the overall rating is not necessarily an average of the rating level given to each job element. In addition, all other job-related factors should be considered, e.g., the quantity and quality of the work produced; the amount of supervision required, sensitivity to the principles of equal employment opportunity, practical judgment in dealing with difficult situations or in solving problems, etc.
- .An overall performance rating of 2 indicates the employee is not eligible for a periodic step increase (PSI). An employee must have an overall rating level of 3 or higher to qualify for a PSI.

### Section E--Certification

- .The Performance Appraisal Report must be certified by the signatures of the supervisor, reviewing official (except in those rare instances where there is no appropriate reviewing official), and the employee before it is accepted for the record. When for any reason the supervisor does not show the employee the PAR or discuss it with him or her, the explanation must be prepared in writing and attached to the PAR for the record.

### Section F--Narrative Comments

- .The narrative comments of the supervisor must support the rating levels given the employee. The connection with performance standards must be made, and all remarks and observations should be limited to and relate directly to the employee's performance of his or her official duties.
- .The following factors must be addressed in reports for supervisory and managerial employees.

Subordinate management and development  
Quality of performance appraisals  
Delegation of responsibility  
Equal employment opportunity  
Use of personnel, space, equipment, funds, etc.

Goal setting and achievement

Specific comment is required when the supervisor evaluates the employee as being either deficient or more than satisfactory in any of these factors. The supervisor's signature in Section E will otherwise attest to the fact that all factors have been considered and certify that the employee has done a satisfactory job in all respects in these areas.

- .Reviewing Officials whenever possible must provide substantive comment on the individual being rated. If the reviewer is in substantial disagreement with the supervisor, the evaluation must be discussed with the supervisor and the rated employee.
- .Reviewing officials have the following responsibilities for insuring the integrity of the system:
  - a. Monitoring follow-up administrative action when overall performance is rated at the 1 or 2 level.
  - b. Returning incomplete or inconsistent reports to supervisors for corrective action.

**DRAFT**

## 2. THE ADVANCE WORK PLAN

## Section A

Supervisors must establish performance standards for each of the job elements listed under Section C. A performance standard is a statement of a given level of proficiency at which a job element is carried out. As a minimum a standard at the fully satisfactory level of performance (rating level 4) is required. It is used as the reference point for determining the rating level given the employee's job performance during the rating period. Although a supervisory responsibility, performance standards should be established with the subordinate's participation. Employees doing the same job should have the same standards against which their job performance is to be measured. Jobs of the same general kind but at different grade levels should have different performance standards.

## Section B

List objectives, goals, and priorities for the period covered by the plan (if a full year's plan is impractical or unrealistic to accomplish, complete this section when it becomes possible to do so during the course of the rating period).

The plan should be current at all times and be modified when required. The work objectives and goals (whether they involve the completion of special projects or regular routine tasks) should relate directly to the job elements listed in Section A. Whenever possible, they should be determined by the joint effort of the supervisor and the employee concerned.

The AWP should be retained in the employee's "soft" file as a reference for use in counseling the employee and/or for resolving any misunderstandings or grievances related to the performance appraisal report.

## SECTION C

## PERFORMANCE APPRAISAL DEFINITIONS

## Individual Duty

1. Individual consistently fails to meet . . .
2. Individual frequently fails to meet . . .
3. Individual occasionally fails to meet . . .
4. Individual fully meets . . .
5. Individual occasionally exceeds . . .
6. Individual frequently exceeds . . .
7. Individual invariably exceeds . . .

## Overall Performance

- Performance does not meet . . .
- Performance frequently does not meet . . .
- Performance generally meets . . .
- Performance meets all established . . .
- Performance occasionally exceeds . . .
- Performance frequently exceeds . . .
- Performance invariably exceeds . . .

PERFORMANCE APPRAISAL REPORT

Section A

General Information

1. Soc. Sec. Number	2. Name (Last, First, Middle)	3. SD	4. Sched	5. Grade
6. Affiliation		7. Occupational Title		
8. Office/Division/Branch of Assignment		9. Current Station		10. Hqs
11. Reporting Period		12. Date Report Due in OP	13. Type of Report	

Section B

QUALIFICATIONS UPDATE

Qualifications Update\* (Form 444N) is ☐ is not ☐ attached

\*Should be submitted only if there are changes.

Section C

KEY JOB ELEMENTS

List the key job elements of the job performed during the rating period. Insert the rating which best describes the level of employee performance for each key element. See Form 45i for rating definitions and directions for completing the Performance Appraisal package.

Key Job Element No. 1	Rating No.
Key Job Element No. 2	Rating No.
Key Job Element No. 3	Rating No.
Key Job Element No. 4	Rating No.
Key Job Element No. 5	Rating No.

Section D

OVERALL PERFORMANCE RATING

Enter the number which most accurately represents the employee's overall level of performance. Take everything into account about the employee which influences effectiveness. See Form 45i for details.

Section E

CERTIFICATION

Rating Supervisor			
Months employee has been in this position	Months employee has been under my supervision	Interim Discussion(s) was <input type="checkbox"/> was not <input type="checkbox"/> held	Reason for not showing employee this report is attached <input type="checkbox"/> yes <input type="checkbox"/> no
Date	Title	Typed or printed name and signature	
Reviewing Official			
Date	Title	Typed or printed name and signature	
Employee			
I have reviewed this document and discussed the contents with my supervisor. My signature does not necessarily imply my agreement with its content.		Date	Typed or printed name and signature

TRAFFIC

Section F

Approved For

Case 2005/12/14 CIA-RDP92-00420R00040002-4

400040002-4

By Supervisor

Amplify or explain the basis for the ratings in Sections C and D. Indicate actual achievements, the employee's significant strengths and weaknesses, and any suggestions made for improvement of work performance. See Form 45i for additional guidance.

By Reviewing Official

By Employee (Optional)

The employee has the option to comment or not on the supervisor's evaluation and/or the reviewer's comments. I have ☐ have not ☐ attached a statement containing my comments about this performance appraisal.

Initials

Approved For Release 2005/12/14 CIA-RDP92-00420R00040002-4

ADVANCE WORK PLAN

Name (Last, First, Middle)

Period Covered

Mon. \_\_\_\_ Yr. \_\_\_\_ to Mon. \_\_\_\_ Yr. \_\_\_\_

- A. List the performance standard at the fully satisfactory level of performance (level 4) for each key job element listed in Section C on Form 45 (See Form 45i for instructions).
- B. When applicable list any specific projects, tasks, etc., to be accomplished during the period covered which are a part of any of the key job elements for which a performance standard is established.

Typed or printed name of employee and signature

Typed or printed name of supervisor and signature